

ROADMAP TO DIGITAL INFINITY

How to become an Intelligence Driven Organization

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1.0 FOREWORD

RALPH HAUPTER, PRESIDENT, MICROSOFT EMEA

This is a challenging time for most businesses as they look to navigate and emerge from the broad effects of the health crisis. But this is also a time of opportunity. As the MIT technologist Peter Hinssen stated in his book *The Day After Tomorrow*: "There are so many tools, ideas, platforms, and people just waiting to be connected."

Companies across every sector, and of all sizes, have doubled down on digital as they look to respond, recover and re-imagine their businesses. Microsoft CEO Satya Nadella told investors in April, "We've seen two years' worth of digital transformation in two months."

Technologies like cloud computing and artificial intelligence (AI) underpin the dramatic transformation we've seen. All industries have embraced the cloud as they moved to support remote working to ensure the well-being and productivity of staff.

In parallel, businesses reevaluated data's role in building resiliency and agility. A data-driven customer mindset is now widely seen as a competitive edge and differentiator. We even see this change within industries that have traditionally been cautious about embracing technology – including healthcare and financial services. Using AI-powered tools, organizations are equipping their people with data that lets them make smarter decisions, test assumptions more effectively and get feedback faster than ever before.

These technologies are helping drive efficiencies, but more importantly they are real growth-enablers: helping people identify new business opportunities and drive deeper connections with customers.

So, borrowing Peter Hinssen's phrase, what will the day after tomorrow look like?

There are many uncertainties, of course. But there is one thing we can count on: combining human ingenuity with innovation will be essential, not optional.

This eBook will show you how to take the next steps on your digital journey.

- We will introduce and explain the Intelligence Driven Organization model and how it helps businesses understand and implement the holistic cultural, technological and organizational change you need to reap the benefits of digital transformation.
- We will introduce and explain Digital Feedback Loop, through which businesses digitalize their core processes so they can be monitored, measured, analyzed and continuously improved.
- We will tell you the stories of some of the many organizations – of all sizes, in all countries, across all sectors – that Microsoft helped to realize their digital ambitions. These companies have different strengths and different challenges, but the core solution was the same – to put data-driven intelligence at the heart of everything they do.



"One thing we can count on: combining human ingenuity with innovation will be essential, not optional."

2.0 THE AGE OF CHANGE

"If I had asked people what they wanted, they would have said faster horses."

HENRY FORD

COVID-19 has brought into sharp focus the need for businesses to adapt quickly to survive and thrive. But a disruption, fueled by digital technologies, has long been underway. 88% of firms in the Fortune 500 in 1955 no longer exist. Back then, the average age of a company was almost 60 years. Now, it's less than 20.

This disruption has accelerated to a point at which the only constant is change itself. So, how can organizations prepare for this age of change?



2.1 CHANGE IS THE NEW NORMAL

Addressing continuous change and disruption and creating a more agile organization requires more than an investment in digital technology or products, it also requires a change in the way the whole organization works and thinks.

What's striking about the Henry Ford quote "...if he had asked people what they wanted, they would have asked for faster horses" – is this simple but powerful idea that to innovate and move forward to build a better future for your organization, you are often required to start thinking differently about the challenges you're trying to overcome. Henry Ford knew that in order to come up with a new way for people to move around, he had to be willing to envision a world free of the limited abilities for horses to travel beyond a certain speed and distance.

What this really means is that our current way of thinking, which has made us successful today, may not make us successful tomorrow. To innovate, everything is fair game and should be challenged.

- How core supporting operations function.
- The tasks employees perform.
- The ways in which they are rewarded.
- The skills they need.
- The way the staff behave and interact with each other.
- The way that information and data are shared.

The good news, however, is that when we look at how the digital era is transforming so much of our daily life, we can certainly see unlimited potential for creativity, innovation and business success, if only we can get our minds to think differently and accept change as the new constant normal.

2.2 TECH INTENSITY

So, digital transformation is only partly about technology. Ultimately this change succeeds, or not, because of the people you have on board and the culture you create, and the embedded innovation and agility at every level of your organization.

Neither is technology an add-on to the digital transformation process. Now every organization has to think like a digital company. We describe it a "tech intensity", a blueprint for companies to jump-start their growth. It has three parts:

1. Every organization will need to be a fast adopter of best-in-class technology.
2. They will need to build their own unique digital capabilities, which starts with workers who are deeply knowledgeable about the latest technology.
3. Trust. Companies need to invest in their human capital, to have a workplace culture that encourages capability-building and collaboration to spawn new, breakthrough concepts.



2.3 BUILDING ON OUR LEARNINGS

To support organizations on their journey to digital transformation, we set up Microsoft Consulting Services (MCS), and our long list of global customers ranges from Toyota to the UN Refugee Agency.

MCS helps organizations use technology to solve business problems by understanding goals, identifying risks, and guiding digital transformation. It helps organizations unlock powerful insights, empower teams with organizational agility, and enhance security for a competitive edge. And it offers support at every step.

In short, MCS helps our customers become Intelligence Driven Organizations – empowering their innovation and helping them achieve breakthrough results. Robotics giant ABB saw a 20% increase in customer satisfaction after transforming its workforce management solution. Stainless steel manufacturer Outokumpu increased production by up to 15% after digitalizing its main plant. The medical tech company IBA Worldwide can now capture and analyze ten times as much data to help the cancer patients that use its proton therapy treatment rooms.

These are just some examples of the outcomes that can be realized when data is leveraged with Artificial Intelligence (AI). Over the coming chapters we will show you how to get started on the next phase of your own digital transformation journey.

CASE STUDY 1

HOW MICROSOFT CONSULTING SERVICES BUILT A NEW PLATFORM TO TRANSFORM EVERY ASPECT OF THE WORLD'S LEADING STAINLESS STEEL MANUFACTURER

THE CUSTOMER:

Outokumpu is the global leader in stainless steel. Dating back to 1910, the Helsinki-based manufacturer now has 10,500 employees in more than 30 countries.

THE CHALLENGE:

Outokumpu has a vision to become the best value creator in stainless steel through customer orientation and efficiency. To achieve this, the company defined six "must-win" scenarios – safety, sustainability, operational excellence, commercial excellence, expanding into the Americas and digital transformation.

In a traditional industry which can be wary of new technology, Outokumpu committed to creating new digital business and manufacturing platforms and embracing a culture built on data-driven management.

WHAT WE DID:

Outokumpu leadership worked with Microsoft Consulting Services to reimagine every aspect of its business, from supply chain and production to IT, data analytics and leadership. This hugely collaborative partnership allowed us to help the brand in a holistic and genuinely transformative way.

The first big project was the digital transformation of its production site in Tornio, in the Finnish Lapland. With 2,000 employees, it's the biggest plant in the Outokumpu network and the perfect place to develop and trial the Outokumpu Digital Platform, built on Azure, Microsoft's cloud computing service.

The Digital Platform allows Outokumpu to capture data from every aspect of the production process, analyze it using cutting-edge AI tools and then create solutions that cover everything from quality tracking and efficiency to predictive maintenance and best practice comparisons.

The tools implemented as part of the Outokumpu Digital Platform initiative have increased output from Tornio by 10-15 percent, while predictive technology has helped the company reduce quality defects by up to 40 percent. There was an environmental impact too. Together the savings made on electricity, energy and production time lower the plant's CO₂ emissions.

As we have seen, these kinds of data-led initiatives require cultural changes too, and the Outokumpu Digital Platform is helping to move the company to data-based decision-making. The company is already using data from Tornio's machines to help close the skills gap between operators who have been producing stainless steel for decades and those who are new to the industry.

Now the intention is to scale out the learnings from Tornio to other locations in Outokumpu's network, as well as using its new data-driven mindset to drive innovations that could change the steel industry forever.

"Imagine if the technology existed so you could know exactly where each coil of steel you buy comes from, what's in it and how large its CO₂ footprint is," says Senior Vice President and Chief Technical Officer Stefan Erdmann. "Then you start to create an additional business opportunity, a new feature that nobody else has at the moment: the ability to guarantee a certain environmental footprint."



WHAT THEY SAID

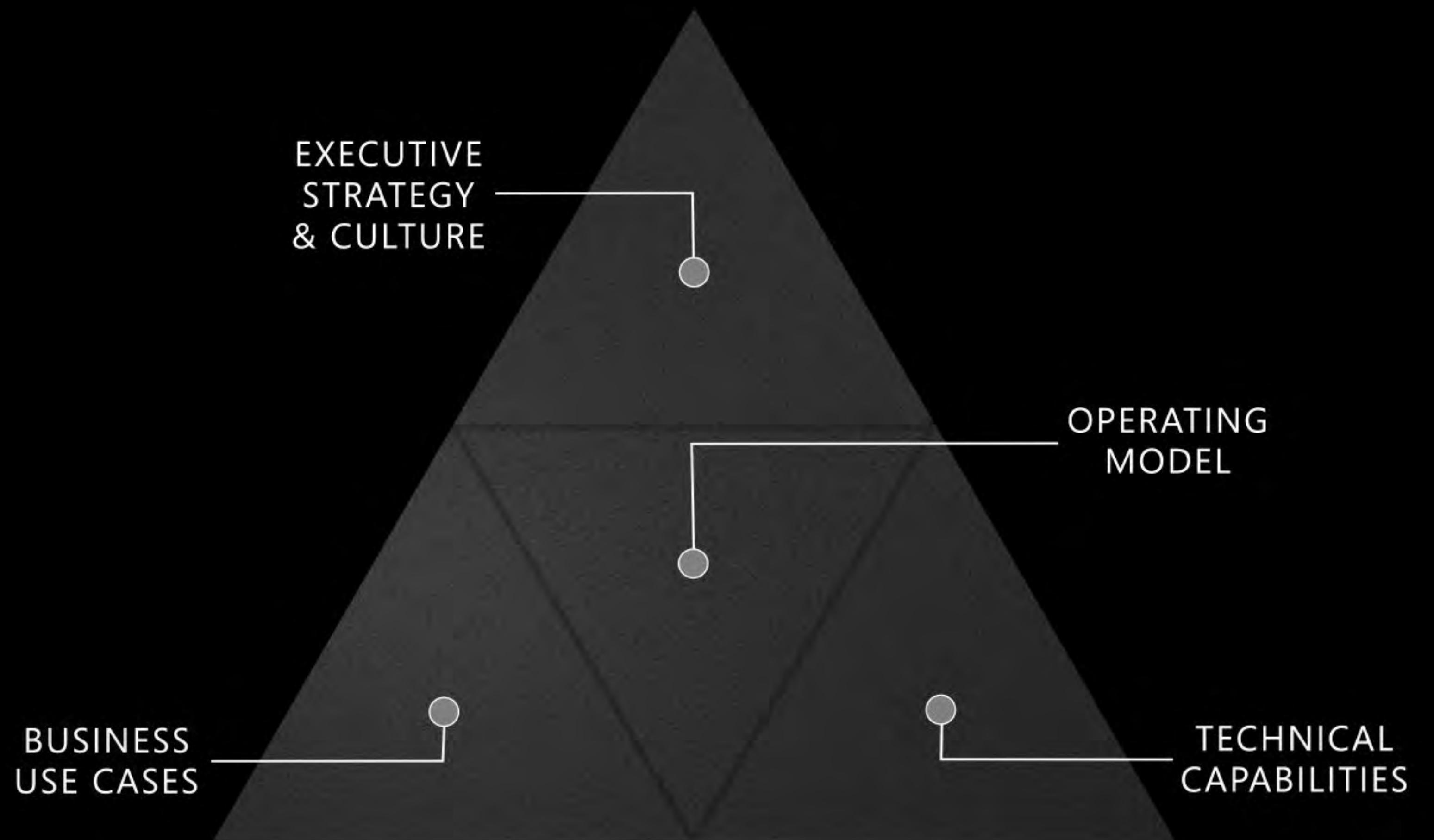
Jan Hofmann, Outokumpu's Executive Vice President for Business Transformation and IT:

"What we have achieved here in the last 14 months is unmatched. Not just in the metals industry, but probably in any industry. It's the speed of the changes in digitalization that makes what we have done unique. And how it has impacted our aspirations as a company. It's not just about improving efficiency; it's about changing the entire business concept."

Stefan Erdmann, Senior Vice President and Chief Technical Officer at Outokumpu:

"We have a clear goal to be the industry leader in digital manufacturing. The Azure platform lets us achieve this vision. It enables us to have one source of data, in the same coding, across all our different sites. And this, ultimately, helps us make better decisions everywhere."

"Microsoft has played such a large role in this whole journey. We really felt like partners. That is what is unmatched about this story: it's not the scale of the transformation – it is the eagerness, the speed and dedication of both partners to make it happen."



3.0 INTELLIGENCE DRIVEN ORGANIZATION

Microsoft Consulting Services developed the Intelligence Driven Organization framework for digital transformation based on our experiences listening to and working with many customers.

3.1 THE IDO FRAMEWORK

Microsoft Consulting Services developed the **Intelligence Driven Organization framework** for digital transformation based on our experiences listening to and working with many customers. So, first of all, what do we mean by Intelligence Driven Organization (IDO)? In simple terms, IDOs leverage data combined with Artificial Intelligence surfaced through applications and leveraging agile development to foster growth, innovation, speed to market and cost efficiency.

The IDO framework can be tailored to the specific context in which a business – any business – operates. Because of the collaborative way the IDO framework has been designed, it addresses some of the key obstacles common to digital transformation. And although it has its foundation in a data strategy, it goes far beyond that – a multi-domain approach that touches on everything from an organization's culture to its technical capacity to its processes.

Helping our customers generate business outcomes requires identifying processes and building the digital capabilities to digitalize those processes so they can be implemented, monitored, measured and continuously improved overtime; effectively creating a digital feedback loop. It is these digital feedback loops that are at the heart of becoming intelligence driven, and are what fuels digital transformation, enabling our customers to become customer centric, foster growth, bring about operational efficiencies and be more productive at scale.

Those are the type of business outcomes that you can expect when you leverage your data, combined with AI and surfaced through modern applications to fuel digital transformation.

For every customer project of that nature, a business conversation to sustain the desired transformation is essential. It's articulated along 4 major axes – executive strategy and culture, technical capabilities, operating model and business use cases.

3.2 EXECUTIVE STRATEGY & CULTURE

To embrace a meaningful, long-term digital transformation, organizations have to go all-in. This starts at the top with executives defining a clear and inspirational strategy that aligns with new market and industry conditions, and is coupled with a culture based on intelligence driven processes. This blueprint for growth is being referred to as tech intensity. As an organization you will need to be a fast adopter of digital technology and you will need to build your own proprietary digital capability.

Why does this matter?

There is no digital innovation without a cultural transformation. Changing the way you work – and the speed at which you work – has more to it than just changing the tools you work with. It will likely require your organization to change the way it thinks. Addressing continuous change and disruption while creating a more agile organization requires more than an investment in digital technology or products, it also requires a change in the way the whole organization works and thinks.

What might this look like in practice?

- Business strategy is defined as metrics and digital priorities set with goals.
- Commitment to an Agile operating model and Cloud native applications is made as a way to acquire new digital capabilities.
- Metrics, cloud and digital technology adoption goals are broken down to the Line of Business levels.
- Have a branded plan to continuously communicate, creating a movement where everyone is a transformation advocate is key.

Key things to consider

Does your executive strategy have a clear sponsor? Can all employees see how their work contributes to this strategy? How can you reinforce the new culture at regular moments? Do you have listening mechanisms in place to learn quickly where practical changes are needed?

How do you know it is working?

- You are not only measuring business activities, but also measuring progress in becoming intelligence driven.
- Changing the culture and becoming an intelligent organization begins as an executive strategy but ultimately is implemented by everybody throughout the organization.
- The executive leadership team needs to own and bring others along with a shared voice, centered on your organization's values.
- Your managers are actively nurturing the adoption of new habits throughout the organization.
- Creating desire and reinforcing the adoption of new habits continually drives the changes you are aiming to implement.

EXPERT ADVICE

"When we talk about positioning transformation of this scale from an Executive Strategy, we do so because we want to ensure strong sponsorship that is not only started – but championed and supported – from the top and throughout the entire organization. By taking this approach, leadership teams can be the catalyst, actively enabling their teams to be the champions of their transformation journey. This sets the foundation for a transformation model that is human first – there is no digital change without an organizational cultural change."

LAURA GARRETT, WESTERN EUROPE SOLUTION STRATEGY MANAGER,
AZURE





3.3 TECHNICAL CAPABILITIES

Working with our global customers and becoming part of their digital transformation, we identified a set of capabilities we realized are critical to successfully becoming an Intelligence Driven Organization. Companies will need to build the right mix of technical capabilities critical to a successful transformation. Not all capabilities will be needed or deployed at once – some might already be in place. For many organizations, building that right mix of technical capabilities will be an iterative multi-year journey.

Why does this matter?

Everybody within the organization needs to be able to review metrics and be empowered to come up with ways to measure everything the company does, and even make projections and estimations to guide actions and keep things on track.

This is not just about measuring business activities, but also about measuring progress in becoming intelligence driven: what percentage of key business strategies have metrics associated with them, how many products and services are being measured, how many Line of Businesses are using dashboards to track key metrics and projections like A/B experiments.

What might this look like in practice?

- Assessing the organizational structure to make sure to set the right accountability for business metrics throughout the organization.
- Assessing the needed combination of intelligent applications, and pairing this with both governance and operation models to support the strategy.
- Empowerment for the Line of Business to implement the strategy and culture while identifying their own key performance indicators, collaborate and share metrics and even experiment to come up with new ways to track and project measurable outcomes.

Key things to consider

Line of Business users have the responsibility of materializing the principles reflecting the organizations (digital) strategy such as Customer Centricity for everything from product design to the way they interact with the customer. Leveraging best practices to put in place an agile and continuous process that will efficiently and iteratively build and improve; from the development of applications, to the development of machine learning models and the management of data.

How do you know it is working?

- Each group, division or subsidiary will leverage the data driven intelligence that is surfaced through applications to optimize the execution of business processes and deliver the organization's products or services.
- Line of Business users leverage applications to access the data and intelligence that allows them to make decisions and effectively execute the business function they are responsible for (finance, marketing, sales, etc).

EXPERT ADVICE

"Successful adoption of new technical capabilities depends heavily on your own people driving the change. End users feeling threatened will push back, which can delay or derail projects; whereas end users who are personally committed will become active change agents. The best way to create positive engagement is to involve end users early in the cycle, addressing their concerns and including them in defining what successful adoption would look like. For example, a logistics company who imposed their solution saw their drivers rejecting the route optimization solution; conversely, a manufacturing company who empowered their workers saw them actively running complex analysis to improve calibration of production machines and significantly reducing defect rate."

IGNACIO FERNANDEZ, WESTERN EUROPE SOLUTION STRATEGY
MANAGER, MANUFACTURING

3.4 OPERATING MODEL

Your operating model defines the day-to-day execution of your digital transformation. Embracing an agile model – with a test and learn culture driven by self-organizing, cross-functional teams – will unlock and unleash innovation. It consolidates the processes and the approaches that need to be put in place to enable the business use cases at the heart of the business execution.

Why does this matter?

Data-driven innovation needs an agile, flexible and scalable operating model. Being intelligence driven means that you can control of your operations with secure, predictable and flexible service delivery and capabilities. Innovation will drive faster development and roll-out of your business use cases through adoption of cloud services, for example. You want speed, you want agility, you want to reduce your time to market to stay competitive –all this while controlling your costs by leveraging the public cloud to limit upfront investment and scale quickly and without limit.

What might this look like in practice?

- Governance via an enterprise Control Tower that drives your operation in accordance with your Executive Strategy & Culture (People), Use Cases (Process) & Capabilities (Technology).
- A common Agile 'ideas-to-initiatives' execution framework coming from multiple inputs across the organization.
- Share best practices, promote re-usability, quality and efficiency.
- Agile and DevOps can be leveraged to build innovative and customer centric solutions at the speed of business and at the quality your customers expect.

Key things to consider

A cohesive Operational Model allows you to make the best decisions both strategically and operationally. Strategically, by making the right investment decision, choice in strategic direction and prioritization of initiatives. Operationally, by picking the best Standards, approach, methodology and capabilities.

How do you know it is working?

- You understand the broad organizational needs (i.e. culture, skills, etc.).
- You can feed continuous innovation to enable your executive strategy.
- Build a 'data & analytics platform' for your digital feedback loops while building business scenarios.

EXPERT ADVICE

"An agile operating model has helped our customers to scale innovation faster and shorten the time needed to realize a successful digital transformation. An agile operation model provides secure and flexible delivery and increased velocity for business-driven innovation and time to market by leveraging cloud services and having an efficient dev ops team. For example, a large-scale grocery chain leverages Azure Machine Learning and AI Services to personalize offers for shoppers based on their dietary preferences, as well as provide more transparency into the supply chain of its organic products."

LAURA NUHAAN, WESTERN EUROPE SOLUTION STRATEGY MANAGER,
RETAIL





3.5 BUSINESS USE CASES

Central to progressing through the digital transformation journey is identifying and selecting the right business use cases to direct your digital transformation, as they will become the central building blocks to becoming an Intelligence Driven Organization.

Why does this matter?

Because the infinite possibilities your digital transformation will create, selecting well defined business use cases with measurable outcomes will enable your organization to accelerate its digital transformation. The creation of Business Use Cases creates deep value for the journey to become an Intelligence Driven Organization, and:

- Are the root of the epics and user stories that feed Agile practices (including DevOps).
- Allow us to define impact and outcome in the context of specific personas.
- Enable us to describe vision and objectives in practical terms that both technical and non-technical people can understand.
- Rationalize the need for specific features and capabilities.
- Align the organization behind a common narrative across Line of Business and from Executive Management to every employee.

What might this look like in practice?

- Clear areas of focus that flow from the organization's mission and vision.
- Defined key metrics that show how success will be measured.
- A unifying narrative that ties the new ways of thinking and working together.

Key things to consider

Which use cases will have the biggest impact on your business? How many things can the organization focus on at one time? Can you explain why you have chosen to focus on certain things over others?

How do you know it is working?

- Business use cases are a critical tool to connect scenarios with the technical capabilities needed to enable them in a language that can be understood by all.
- An aligned adoption of use cases across the organization.
- Broad organizational knowledge of how these use cases contribute to the business goals.
- Clearly define impact and outcome in the context of specific roles.
- Enable us to describe vision and objectives in practical terms that both technical and non-technical people can understand.
- Rationalize the need for specific features and capabilities.
- Align the organization behind a common narrative across Line of Business and from Executive Management to every employee.

EXPERT ADVICE

"Customers know us very well from an IT perspective, but when talking about their problems and ambitions, they're often surprised how our capabilities can help them to take their vision forward. Engaging in a strategic conversation without mentioning products is often surprising and this triggers interest to take next steps together. A few months ago we started to talk with an insurance company that wanted to be a data driven organization but didn't know where to start. By applying the IDO framework and digital feedback loops, we were able to drive the roadmap in partnership to focus on innovation and new business models."

MIRANDA FELIX, WESTERN EUROPE SOLUTION STRATEGY MANAGER, FSI

CASE STUDY 2

HOW MICROSOFT CONSULTING SERVICES HELPED A FINANCIAL STARTUP CREATE A NEW KIND OF BANKING PLATFORM WITH CUSTOMER WELLBEING AT ITS CORE

THE CUSTOMER:

Flowe, a startup founded by one of the largest Italian banks, Banca Mediolanum, was created with a mission that goes beyond finance. The company aims to empower customers to live meaningful lives by integrating education and transparency with sustainability and personal health directly into the banking experience.

THE CHALLENGE:

Flowe wanted to attract millennial customers with a new, unique and modern banking experience. The company needed a highly differentiated value proposition in order to outcompete not just other banks, but also digital-only challengers jockeying for market share.

The company needed to create a digital platform that would comply with all regulatory requirements around data privacy and security, while also allowing the flexible integration of third-party apps and platforms to provide a unique experience for their customers.

WHAT WE DID:

Microsoft Consulting Services and Flowe collaborated to build an experience that would stand out from typical banking apps, targeting millennial customers by integrating educational videos on sustainability, as well as on how to eat well and exercise properly.

“Flowe also works with a partner that plants trees to offset the carbon impact of customer expenses tracked in the platform.”

The aim was to create a sense of community, with customers able to see the impact of their sustainability efforts, and how their physical activity compares to that of other community members. This was achieved by using the Microsoft AI platform to give gentle nudges to users to help them create more meaningful lives. Another example the app provided was to make transparent the difference in carbon impact of shopping at one store versus another.

All this requires data, some of which comes from devices such as smartwatches. Other data comes from third-party apps that are integrated into Flowe's AI platform, for example an app that tracks users' steps and workouts and offers community challenges. Flowe also works with a partner that plants trees to offset the carbon impact of customer expenses tracked in the platform.

Flowe was built from scratch on Azure, which made it easy to integrate modern banking features – such as real-time transactions and person-to-person transfers – and also enabled greater flexibility with technologies such as Azure Kubernetes Service (AKS) and an architecture based on microservices. The cloud-native solution allows Flowe to easily manage access to data and use it in a way that is compliant with regulations.

Flowe and Microsoft Consulting Services deployed the new platform and app in less than a year. The collaboration stayed on track, even at the height of the COVID-19 pandemic. The team was able to react and adapt very quickly, in part thanks to the fact that Azure DevOps was utilized to streamline their Agile workflow, and Microsoft Teams enabled ongoing interactive communication across the team. As Roberto Sommacal, Experience Design Perspective Practitioner at Flowe, said: “Microsoft Consulting Services went above and beyond what we expected. Each and every person acted as if delivering Flowe successfully was the only thing that mattered to them.”



WHAT THEY SAID

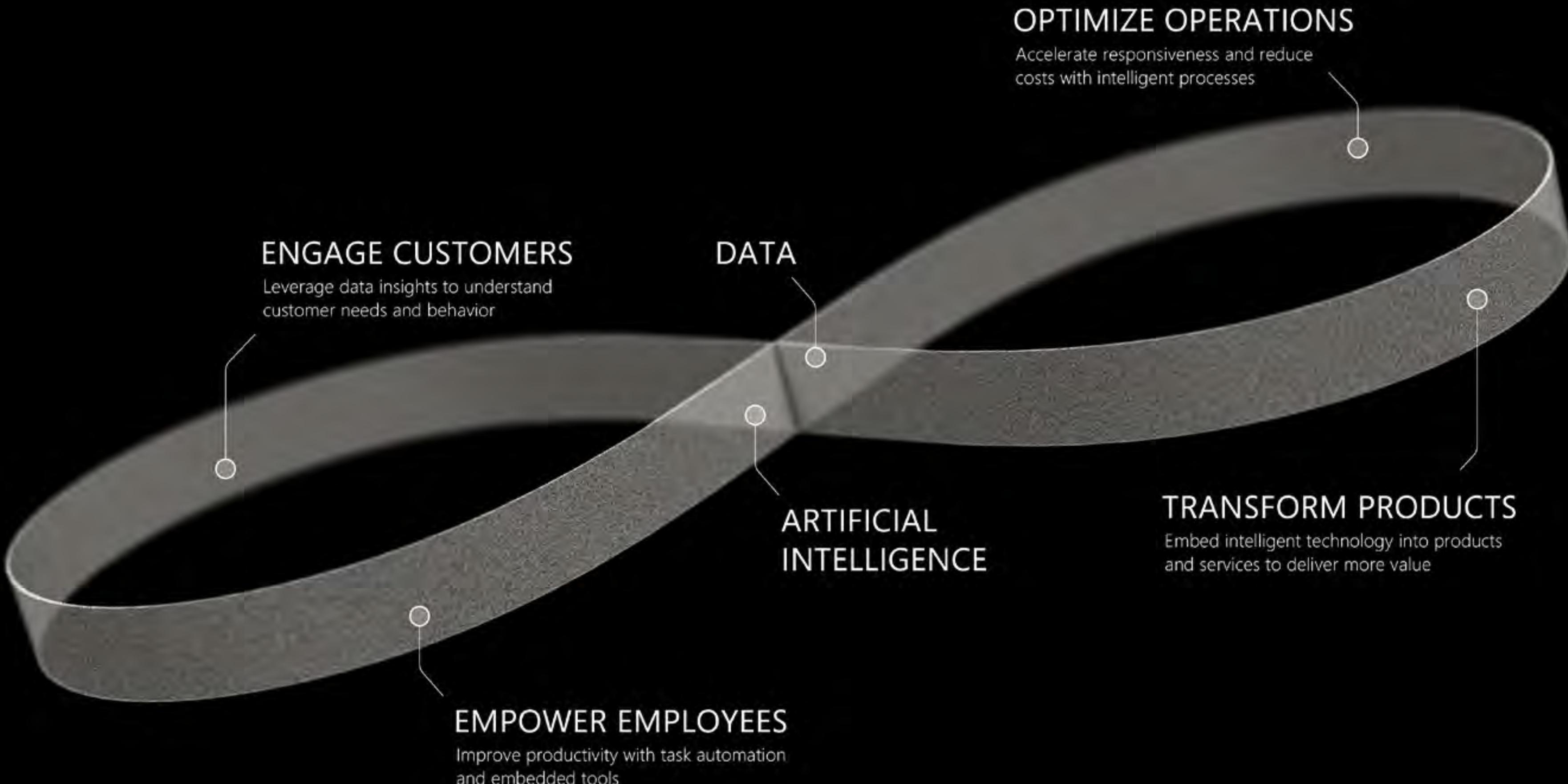
Roberto Sommacal: Experience Design Perspective Practitioner at Flowe:

“Microsoft Consulting Services has a vast reservoir of knowledge and capabilities. The team’s expertise was just as important as having the right technology. They helped us achieve excellence in the design and development of the platform and app.”

4.0 THE DIGITAL FEEDBACK LOOP

Intelligence Driven Organizations make strategic decisions because they reorganize the way they think and work around data. By turning this data into insight and understanding, they give employees a base to build from, and free up their time for creative thinking – to reimagine an idea, redesign a solution and take those leaps of imagination that define real innovation.

Think of this new way of working as the implementation of the Digital Feedback Loop. It starts with capturing information – or signals – from across your products, services, employees, operations and customers. With the help of AI, you can then analyze this information and use these insights to shape the ways in which you empower your employees, engage your customers, transform your products and optimize your operations.





4.1 EMPOWERING EMPLOYEES

An organization's greatest asset is its people, and the Digital Feedback Loop can make them more feel motivated, productive and valued.

Through data analysis you can identify and automate inefficient processes and boost productivity. AI provides insight into what enables your top performers to work so well. More connected employee feedback processes help you monitor the wellbeing of your workforce, to better understand their priorities and pinpoint areas for improvement.

This results in more efficient, engaged and empowered employees that can take the business to the next level.

CASE STUDY

HOW ABB KEEPS THE LIGHTS ON WITH A CUSTOMIZED SMART DEVICE

ABB helps power, gas and other utility companies manage their workforces and ensure complex infrastructure is maintained efficiently.

The newest innovation is ABB Ability Ellipse Workforce Management (WFM), a wearable device tailored to the specific needs of maintenance engineers. With hands-free functionality and voice interactivity, it enables staff to be connected even if they are hanging 10 meters in the air from an electrical tower. Engineers can stream live video back to office staff and there are plans to incorporate Microsoft Cognitive services like image recognition and automatic service order creation.

The Swiss organization worked with Microsoft Consulting Services on a wide-ranging digitalization journey built around an integrated industrial internet platform that uses Microsoft Azure. The results have already been remarkable, with field productivity increasing by 15 to 25 percent and customer satisfaction up by 20 percent.

"Partnering with Microsoft means we can rely on their resources to deliver the infrastructure needed to support our vision, and they bring the added benefit of making integration to our product seamless."

AMES PIERRE-NOEL, SENIOR DIRECTOR PRODUCT MANAGEMENT,
ABB ENTERPRISE SOFTWARE

CASE STUDY

HOW BRAINS SURGEONS SAVE TIME – AND LIVES

Managing 23 hospitals and treating 680,000 patients every year, Finland's HUS is one of Europe's largest healthcare providers. Its world-class neurosurgery clinic performs 4,000 operations a year, a quarter of which are emergency cases.

In these time-critical situations, surgeons need to be able to meet, discuss and make decisions as quickly as possible. When COVID-19 disrupted normal hospital routines, HUS scaled up a trial to run meetings and share sensitive patient information securely on Microsoft Teams.

The new platform allows clinicians to connect remotely and examine complex brain scans. Anyone authorized can request control of the screen to rotate the scan or zoom in on a particular section, allowing seamless discussion and saving time that might make all the difference.

"Most doctors actually prefer attending these meetings through Teams. It's easy to set up on personal devices which is more convenient for them, and also offers secure access to this confidential information at all times – without losing image quality."

ANSELMI KOVALAINEN, RESIDENT OF NEUROSURGERY AT HUS

4.2 ENGAGING CUSTOMERS AND CITIZENS

Customer expectations have changed. They expect brands to listen and respond to them, and they care about a business's wider social purpose, from diversity to sustainability. The same can be said for government services and the expectations we have as citizens.

The Digital Feedback Loop can reinvent your customers' or citizens' experience as organizations can monitor in real-time how people use their products/services, and how they feel about them.

This enables you to respond to and even predict your customers' or citizens' needs, while automation tools personalize every interaction to create bespoke communications at scale. This builds much deeper relationships with your customers, who will feel engaged with, respected and catered to at every stage of their journey.

CASE STUDY

HOW A FURNITURE BRAND USES MIXED REALITY TO REVOLUTIONIZE ITS SHOPPING EXPERIENCE

Italian furniture maker Natuzzi wanted to create an in-store experience that would surprise and delight its customers and keep them coming back.

In its smart augmented stores, visitors can use Microsoft's HoloLens 2 to see a life-size hologram replica of a room in their house. They can then place Natuzzi furniture in that room, move it around and view it from different angles. Shoppers can change the color, material and finish of the chair or sofa, to find the perfect piece for their home. When they leave, they receive a 360-degree rendering of their furniture layout which they can view on their phone and share with their family.

Developed with Microsoft Mixed Reality Partner Hevolus, it's part of a wider, data-driven transformation which is set to increase Natuzzi's sales conversion by a third.

"The reaction from customers has been mind-blowing – it brings such intricate detail to the 3D simulations that they fall in love with products they didn't even know they wanted."

PASQUALE JUNIOR NATUZZI, NATUZZI CREATIVE DIRECTOR

CASE STUDY

CONTINUED CARE FOR HOSPITAL PATIENTS IN DIFFICULT CIRCUMSTANCES

Up to 600,000 patients in the Netherlands rely on Northwest Clinics Hospital. When COVID-19 struck, the hospital needed an immediate solution to replace in-person consultations and maintain continuity of care.

Co-created with the doctors and Dutch Microsoft partner ChipSoft, the hospital created a secure, easy-to-use and familiar interface for patients to keep seeing their clinicians through Microsoft Teams. Patients can book appointments using the online system they already know, and because it's embedded into the hospital's electronic medical record (EMR) system, doctors are able to see and add to a patient's notes on one side of the screen while they talk with them on the other.

So far 30% of patients have had digital consultations during COVID-19 and hospital leaders are already aiming to increase that to 45%.

"Since we have launched this system, I get about four or five phone calls a week from colleagues at other hospitals who want to know how we did it... It will be one of the defining communication solutions of healthcare in the future."

ED DE MYTTENAERE, CIO AT NORTHWEST CLINICS HOSPITAL



4.3 OPTIMIZING OPERATIONS

The more you know about how your business is operating, the better able you are to replicate what works well and address areas that need improving. By implementing the Digital Feedback Loop, leadership teams can get accurate, up-to-date information about every aspect of their operation. With the integration of AI they can spot patterns, respond to changing conditions and predict both future opportunities and risks.

Utilizing the Intelligence Driven Organization framework to create a strategy rooted in data, and identify the right operating model to achieve it, businesses can harness every process to feed and support this faster, more innovative culture.



CASE STUDY

HOW A MANUFACTURER SPOTS FACTORY FAULTS BEFORE THEY HAPPEN

Dating back more than 700 years, renewable materials manufacturer Stora Enso has changed in its DNA. With 26,000 staff spread across 30 countries, the Finnish company's Smart Operations Initiative is transforming the efficiency, agility, and safety of its factories through smarter use of data.

Web Break Adviser is one of the hundreds of data-driven projects that it has launched in recent years. It collects 20,000 data points from Stora Enso's plants and analyzes them using advanced Microsoft Azure algorithms to predict when a fault is about to bring the production line to a halt. It also advises operators on what action to take to avoid the problem.

By minimizing downtime and increasing productivity, this technology is saving Stora Enso time and money and equipping its staff to make better decisions on a daily basis.

"Our aim is to make sure that every single business unit and function can leverage emerging technology to benefit their day-to-day work. We want everyone to understand what cool new things we can do to develop our business and support people in their everyday work lives."

STORA ENSO'S CHIEF DIGITAL OFFICER, SAMULI SAVO, STORA ENSO CHIEF DIGITAL OFFICER

CASE STUDY

HOW A BELGIAN CITY KEEPS DEMOCRACY RUNNING

Liège is Belgium's third largest city and its council oversees laws and services for its 200,000 residents. Local laws dictate that elected officials must meet in person, but when COVID-19 made that impossible, the council embraced a digital-first way of running the city.

With crucial decisions needing to be made, secure and regulated council meetings are now held on Microsoft Teams. Councilors can have sensitive discussions and share their screens to give presentations in much the same way they used to in person. The council also started using Microsoft Forms for votes, allowing officials to cast anonymous ballots to ensure they could continue to serve their constituents.

This shift to a remote process was so seamless, the council is making plans for the future built around these new digital tools.

"We were not ready for this, but the technology was – so we quickly put a team in place to roll out Microsoft Teams and offer support where it was needed...In some ways everything changed, but at the same time it stayed exactly the same."

BENOIT JOSEPH, CIO FOR LIÈGE CITY



4.4 TRANSFORMING PRODUCTS

For many businesses, innovation means reimagining the products they sell or the services they deliver. From blazing a trail and driving an industry forward to creating value and meaning in new and unexpected ways, this is the most visible way your digital transformation comes to life.

The Digital Feedback Loop allows this creativity to thrive. Data helps you better understand the people who use your goods and services, and AI-driven analysis can identify quicker, cheaper and more powerful production methods. By moving to a test-and-learn culture, new ideas can be developed, launched and improved with much more confidence.

This insight-led product thinking supercharges your power to innovate, to better serve existing markets and break into new ones.

CASE STUDY

HOW A DIGITAL ASSISTANT ENRICHES SPANISH FOOTBALL FANS' EXPERIENCE

Spain's elite football competition LaLiga attracts millions of TV viewers every season. But as media consumption shifts online, the organization needed new ways to engage and interact with its passionate fans on digital platforms.

A new digital hub, Microsoft Sports Digital Platform, captured more data and paved the way for innovative product thinking. LaLiga developed a voice-activated virtual assistant where fans can ask questions, and answers are provided as text, image and spoken word. For those that have fantasy football teams, the assistant uses machine learning to suggest who to add and to who to cut from their squad.

Future plans include experimenting with augmented reality and setting up an open innovation platform where start-ups can work directly with LaLiga to develop new ideas.

"Our digital innovation platform built on Microsoft Azure helps us deliver the best possible fan experiences for the world's best sports league. We want to give our fans what they want, when they want it, and how they want it, and to do that we need to be at the leading edge of interactive technologies."

JOSE CARLOS FRANCO, HEAD OF DATA AND ANALYTICS AT LALIGA

CASE STUDY

HOW DOCTORS USE AI TO PREDICT WHICH PATIENTS MIGHT SUFFER MOST FROM COVID-19

Based in Milan, Italy, the IRCCS San Raffaele Scientific Institute has a long track record of helping patients with the most complex conditions.

The hospital is on the frontline in the battle against COVID-19. Although the virus spreads quickly, only 5-10% of patients develop the most serious form of the disease. An early warning system that could predict who might be the most seriously affected would boost patient outcomes and help healthcare providers focus their efforts where they are most needed.

IRCCS San Raffaele worked with Microsoft, NVIDIA, Porini and Orobix on AI-SCoRE which collected data from 2,000 patients who had been hospitalized with COVID-19. An AI algorithm then analyzed this data to predict which patients were most at risk. Ultimately the team's ambition is to roll out the system to the whole population, a potential turning point in the global fight against the virus.

"Artificial Intelligence is helping to fight the pandemic in multiple ways...The San Raffaele hospital project establishes a new quality reference point in terms of personalized medicine."

FRANCESCO TORRICELLI, NVIDIA COUNTRY DIRECTOR FOR ITALY AND IBERIA

CASE STUDY 3

HOW MICROSOFT CONSULTING SERVICES HELPED AN INTERNATIONAL BANK EMPOWER ITS TRAVELING STAFF TO WORK MUCH MORE EFFECTIVELY

THE CUSTOMER:

Rabobank is a Dutch bank that serves 9.5 million customers in 39 countries across six continents. Some companies optimize ways of working to suit the new, more virtual world of work. Other companies optimize work for in-person contact with their customers. Rabobank wanted to do both.

THE CHALLENGE:

Rabobank's relationship managers spend a significant amount of time on the road. They need to, because that's how relationships are nurtured, and opportunities identified. But this way of working means it can be up to two weeks between visits to a regional office, requiring a mechanism to ensure seamless client information.

And that means that sometimes, these relationship managers may go into meetings without all the relevant information they need to best serve that client. Who else from Rabobank has spoken to the client recently? What was discussed? What issues were raised?

After the visit, it might take a week or two for relationship managers to file their reports, perpetuating the cycle of delay for their colleagues and making it less likely they can seize fast-moving opportunities.

"Ultimately, the app will bring together all client information formerly housed in various different applications, giving managers a comprehensive client view that's always at their fingertips."



WHAT WE DID:

After reviewing the bank's challenges and understanding its business objectives, Microsoft Consulting Services found the perfect solution in ClientLink Mobile, a business application built on Microsoft Dynamics 365.

Ultimately, the app will bring together all client information formerly housed in various different applications, giving managers a comprehensive client view that's always at their fingertips. They can verify previous client contacts and get up-to-date information on the latest developments.

After a client meeting, they can schedule time to create and share reports with colleagues while they're still on the road, as well as identify opportunities for new and expanded business. This enables them to act on opportunities more quickly, boosting client satisfaction and generating more integrated business for Rabobank.

That solution, specially tailored to Rabobank's distinctive requirements, is a hybrid Microsoft Power Apps application that brings together the anytime, anywhere power of the cloud with the bank's need to maintain client data on premises. And while Microsoft expertise was a crucial part of conceiving and realizing the hybrid Power Apps solution, knowledge transfer to the Rabobank IT team means the bank can now maintain, expand and evolve the solution on its own.

The bank conducted a pilot of ClientLink Mobile in early 2020. The success of that pilot, along with a survey of test users, convinced the bank to expand the initial scope beyond client reports and appointments to also include opportunity reports. Rabobank is now rolling out the solution in Asia and plans to do so globally.



WHAT THEY SAID

Anneke Broere, Business Owner of ClientLink at Rabobank:
"We saw Microsoft Consulting Services' deep investment in our success with ClientLink Mobile. Everyone on the Microsoft side, including senior management, demonstrated a real commitment to helping us find a solution – and they did."

THANK YOU